

**Summer Training**

**At**

**Avanzar Health**

**10<sup>th</sup> May 2021 to 10<sup>th</sup> July 2021**

**“Business Model for Homeopathy Telemedicine Services”**

**By**

**Niyati Oli**

**Under the guidance of**

**Dr. Anoop Khanna**

**MBA Health and Hospital Management**

**2020-2022**



**The IIHMR University, Jaipur**

Date: 10<sup>th</sup> July 2021

**Avanzar HealthTech**  
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Vashi Road, Vashi, Navi Mumbai 400703

**Subject: Internship Experience Letter**

Dear Niyati Oli,

We would like to thank you for completing your internship with Avanzar HealthTech as **Intern: Project Coordinator & Project Management** with effect from 10<sup>th</sup> May 2021 to 10<sup>th</sup> July 2021

- Internship Role & Tasks:
  - Active involvement in research and outreach activities to onboard new Homeopath Doctors for our Spring Homeo platform
  - Regular support on all operational tasks related to developing google forms / sheets to collate Partner Doctor details and information
  - Understanding healthcare digital marketing services so as to promote our service offerings
  - Learning and implementing concepts and tasks for inbound marketing. This involved researching, gathering details about the best practices used in inbound marketing for Healthcare Marketing and CRM products
  - Thorough testing of our Healthcare CRM product. Testing via data-entry and checking of all forms and data validations, etc.
  - And various other tasks around project management, co-ordination, research that came up during the internship duration
- Location for internship: Remote
- Internship stipend: Rs. 5000 /- per month

We value all your contributions to our Spring Homeo Initiative and B2B Healthcare CRM Product where you spent majority of time during this internship. It was a pleasure to work with you and we wish you the best for all your future endeavours.

Yours sincerely,

For AVANZAR TECH SOLUTIONS PVT. LTD.  
  
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### **Acknowledgement**

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I express my sincere thanks to Nitin Pillai, Co-Founder, Nikkhil Sachdev, Senior Executive Digital Marketing, and Mehul Bhadra, Head IT Department for their constant encouragement and continuous support and providing guidance, suggestions, and expertise during training. I am grateful to all the professionals in the organization for generously imparting their knowledge and valuable time that motivated me to do my best during the summer training.

I would also like to take this opportunity to thank Dr. PR Sodani, President, IIHMR University, Jaipur, and my mentor Dr. Anoop Khanna, Professor, IIHMR University, Jaipur, for providing me their valuable guidance and support throughout the summer training.

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## 1. Acronyms

| Acronym  | Full Form                                           |
|----------|-----------------------------------------------------|
| WHO      | World Health Organization                           |
| LMIC     | Low- and Middle-Income Countries                    |
| GDP      | Gross Domestic Product                              |
| IMA      | Indian Medical Association                          |
| SEO      | Search Engine Optimization                          |
| CRM      | Customer Relationship Management                    |
| SRS      | Sample Registration System                          |
| IMR      | Infant Mortality Rate                               |
| MMR      | Maternal Mortality Ratio                            |
| MP       | Madhya Pradesh                                      |
| ICT      | Information and Communications Technology           |
| CAGR     | Compound Annual Growth Rate                         |
| Admin    | Administrator                                       |
| IT       | Information Technology                              |
| USD      | United States Dollar                                |
| ISRO     | Indian Space Research Organization                  |
| EY       | Ernst & Young                                       |
| IPA      | Indian Pharmaceutical Alliance                      |
| COVID-19 | Coronavirus Disease                                 |
| M        | Million                                             |
| B        | Billion                                             |
| INR      | Indian Rupee                                        |
| HIPPA    | Health Insurance Portability and Accountability Act |
| PHI      | Patient Health Information                          |

## **2. Observational Learning**

## **2.1 Organizational Profile**



**Avanzar Health**, is a healthcare marketing company based in Mumbai, India. Since its inception in 2014, Avanzar Health has been working as business consultants, strategists, and digital marketers exclusively with hospitals and clinics to help them grow their revenues and patient base. It is a team of 25+ healthcare marketing experts providing a fully digital suite of services. The organization follows a performance-based pricing structure and enforces no long-term contracts to their clients. They make sure to adhere to IMA guidelines while marketing. The organization provides services like website development, patient education, healthcare content, SEO, content marketing, social media paid marketing, social media profile management, video content creation, profile enhancement, reputation management, patient reactivation.

**Website development services** include creating a website custom that gives top-notch performance and is highly responsive. Optimize the website design of premium quality to turn the website traffic to confirmed appointments successfully.

**Patient education and healthcare content services** include equipping the client's website with relevant information about the hospital/clinic, articles on healthcare, testimonials from the patients, and interviews from the doctors. The content for the website will be of high quality and will deliver pertinent information.

**SEO and Content marketing services** involve developing a new website or revamping the existing one of the clients to make it highly responsive. Avanzar Health helps the client to get certified leads on automation by ensuring that the hospital/clinic website of the client ranks top among the google search results.

**Social media paid marketing services** include marketing campaigns like google analytics, affiliate marketing, advertising online, social media marketing, content marketing, pay-per-click marketing, etc. The company focuses on understanding the needs and objectives of the client and customizing the strategies accordingly.



**Social media profile management services** include setting a platform to boost your credibility, generating leads and sales without investing any dime, engaging the client's patients with consistent social media posting appropriate to the client.

**Video content creation services** include creating videos for the websites like patient testimonials, doctor's interviews, the infrastructure of the hospital/clinic, patient education data.

**Profile enhancement services** include distributing the client's online profile to premium listing sites like Practo, CrediHealth, JustDial, DocPrime, etc.

**Reputation management services** include positive reviews getting published on the website, segregating and monitoring feedback of the patients, helping the client respond to negative feedback swiftly.

**Patient reactivation services** include retaining the older customers back and making inactive patients gain trust.

Avanzar Health, have helped many multi-speciality hospitals, nursing homes, clinics, doctor and healthcare start-ups.

Client list includes:



## **2.1 Mode of Data Collection**

Both primary, as well as secondary data, were accumulated for the study.



- **Primary Data Collection:**

For the observational learning, market research was carried out in the form of a semi-structured schedule comprising open and close-ended questions.

Many patients (general population), homeopathic doctors, and wholesalers of homeopathic medicines were interviewed for the study.

An online survey using Google Forms as well as telephonic interviews were conducted for observational learning.

A semi-structured schedule comprised of open and close-ended questions was used for collecting data from general population, homeopathic doctors, and wholesale pharmacists.

Broadly the data was collected on the following topics:

- ☐ Perception on telemedicine and online consultation services for Homeopathy
- ☐ Contentment in kind of service offered
- ☐ Cost-effectiveness
- ☐ Difficulty faced in healthcare delivered by the telemedicine
- ☐ Consultation charges
- ☐ Medical cost and freight charges
- Sample size: A total of 150 general population, 20 homeopathic doctors, and 10 wholesalers of homeopathic medicines were interviewed. Contacts through the knows were from Vashi in Mumbai and Delhi. The wholesalers were from Mumbai. Homeopathic doctors were from different parts of India like Delhi, Ahmedabad, Mumbai, Pune, Lucknow, Jaipur.

- **Secondary Data Collection:**

It includes identifying relevant secondary sources of data thereby gathering, sorting, and organizing information that is relevant. Sources for secondary data collection include:

- Avanzar Health Database
- Online Research & Local Reference

### **2.3 Learnings**

1. Capturing market insights by collecting primary data through various survey approaches like online questionnaires, telephonic interviews with homeopathic doctors, patients, wholesale homeopathy pharmacists to assess the knowledge, beliefs, preferences, satisfaction, consultation charges, and medicinal cost.
2. Secondary data collection involving going through many homeopathic clinic websites, informational articles, audio/video content, and then collating the best analysis questions for the platform to make relevant patient analysis form for each disease.
3. To conduct research and documentation in detail of various homeopathy services and packages.
4. Testing the CRM system ensuring if the system is efficiently supporting sales, marketing, customer service workflows, is user-friendly, and consistent with its adaptability and security requirements.
5. Basic understanding of homeopathic clinics regarding patient flow, duration, and cost of treatment packages offered for each disease.
6. Communication and coordination with homeopathic doctors and other stakeholders. Reaching out to different homeopathic doctors in Mumbai, Thane, and Pune via various channels like LinkedIn, Instagram, Email for onboarding them.
7. Preparing a pre-consultation form and disease-specific case analysis questionnaire forms by going through many homeopathic clinic websites, informational articles, audio/video content, and then collating the best analysis questions for the platform.
8. Understanding how SEO-friendly website designing can be done.
9. Basic understanding of all core components of the business model for homeopathy telemedicine services including, key partners, value propositions, customer segments, channels, revenue stream, cost structure, etc., to create a measured plan for success.
10. Designing templates for emails and SMS that the patients and partner doctors will receive for various activities like login details, appointment confirmation, cancellation, etc.
11. Preparing doctor profiles for the website by collating data from the partner doctors regarding their education, experience, awards, specialties, etc.
12. Basic understanding of the telemedicine market including, the challenges and opportunities.
13. Understanding the perception of people towards the use of telemedicine.
14. Basic understanding of the competitors' pricing for the treatment packages.

15. Basic understanding of the financial considerations and revenue share model design.

#### **2.4 Limitations**

1. Since the duration of the training was for only two months, time constraints were there.
2. It was challenging to receive information from the primary source that was direct and precise.
3. Wholesalers of homeopathic medicines to be interviewed were not readily available therefore collecting data required continuous follow-ups.
4. The study was formulated on a time bound frame and perception of respondents in that time; hence it can change over time.

**3. Project Report**  
**“Business Model for Homeopathy Telemedicine Services”**

### **3.1 Introduction**

#### **Project overview:**

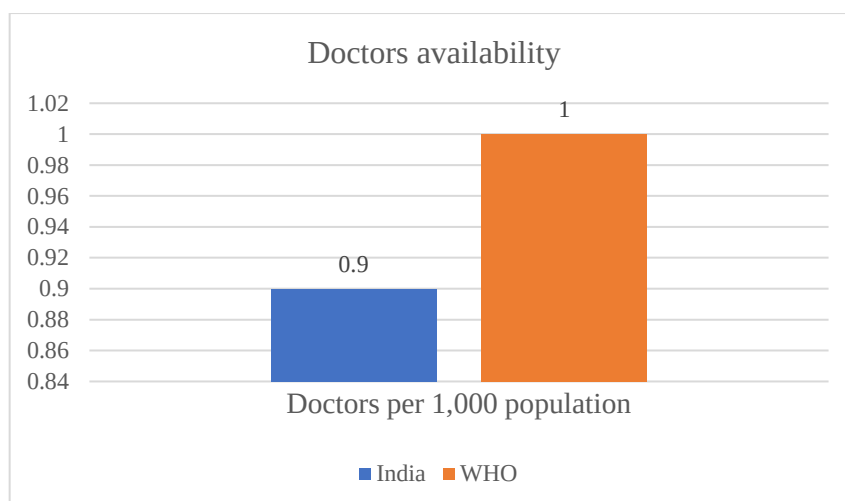
Avanzar Health is planning to launch a 'homeopathy only' telemedicine platform- SPRING HOMEEO. Using the Spring Homeo platform, Avanzar plans to connect homeopathic doctors with millions of patients across the country and provide virtual and in-person consultations. The platform intends to partner with individual homeopathy doctors to support the doctors with new patient growth, marketing, technology, and clinic management support. The platform aims to save the time of doctors, set up their presence, and help them grow their business. They have kept independent doctors and small clinics as their prime target. Spring Homeo is working towards creating a multitude of products and services for the patients (consumers). Few services the platform plans to provide the patients are teleconsultation, patient education, reminders, follow-ups, e-prescription, medicine delivery, and integrated support like diagnostics and nutritionist.

Avanzar Health envisions creating value-added services for both patients and doctors using the Spring Homeo platform project and is developing a measured business model for the same.

#### **Healthcare Scenario of India:**

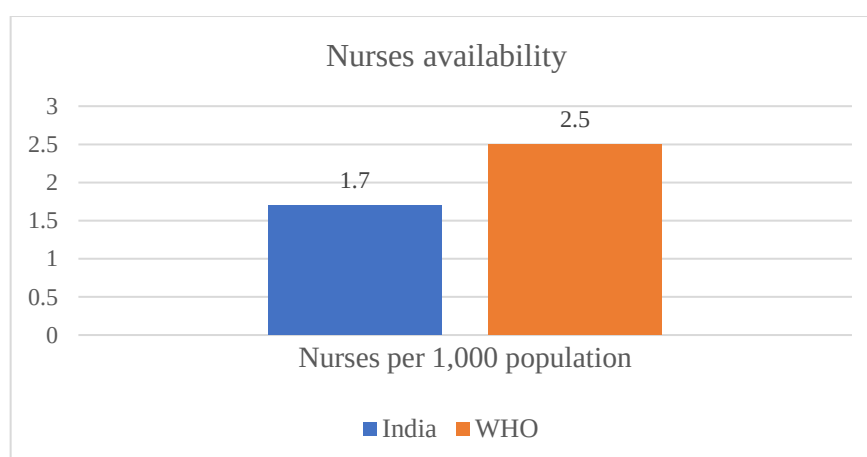
India is amongst the fastest growing economies in the world and the country with the second-largest population. Despite attaining speedy development in other fields, when the performance on the healthcare framework is considered, it remains unsatisfactory. The existing public healthcare infrastructure in India is not enough for its growing population. There is an immense shortage of qualified medical doctors, other healthcare professionals, and beds in India.

As per the WHO in 2018, physicians in India are 0.9 per 1,000 people. While the desirable doctor-population ratio proclaimed by WHO is 1 physician per 1,000 people. Based on the same report, nurses in India based on the year 2018 are 1.7. Less than WHO recommendation of 2.5 nurses per 1,000 people. The desired number of hospital beds promogulated by WHO is 3.5 per 1,000 people while India only had 0.5 beds per 1,000 people based on the 2017 WHO report.



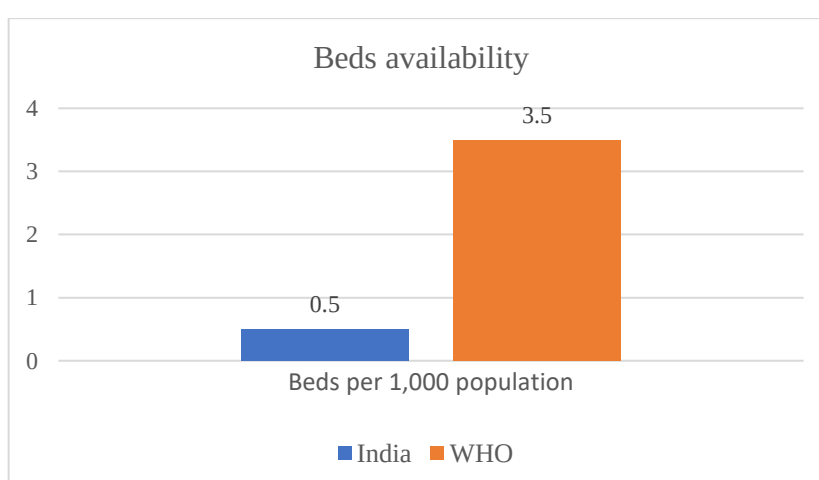
Source: WHO's Global Health Workforce Statistics, 2018

Figure 1: Availability of doctors in India as compared to WHO Standards



Source: WHO's Global Health Workforce Statistics, 2018

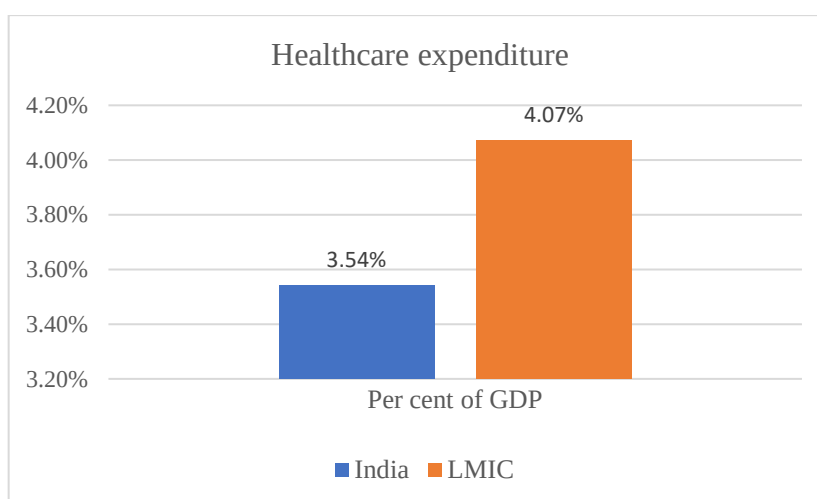
Figure 2: Availability of nurses in India as compared to WHO Standards



Source: WHO's Global Health Workforce Statistics, 2017

Figure 3: Availability of beds in India as compared to WHO Standards

The Indian government does provide basic healthcare services, free of cost treatments at public hospitals, but the hospitals face an immense shortage of trained staff, lack of proper funds, poor infrastructure, and quality of care. The healthcare expenditure of India was 3.54% of its GDP in 2018 as per the WHO, way below than LMIC average of 4.07% of the GDP.



Source: World Health Organization Global Health Expenditure database, 2018

Figure 4: Total healthcare expenditure per cent of GDP of India as compared to LMIC

As per SRS Bulletin, in 2018 birth per thousand population was 20. There has been a decline of 11% in the birth rate from 22.5 in 2009 to 20 in 2018. At 26.2 highest birth rate was observed in Bihar. While Andaman and Nicobar Islands have a birth rate of 11.2 which is the lowest.

India observed a decline in death per thousand population from 7.3 in 2009 to 6.2 in 2018. Compared to urban areas the decline in rural areas has been steeper. With a death rate of 8.0, Chhattisgarh witnessed the highest death rate. While lowest death rate at 3.3 was observed in Delhi.

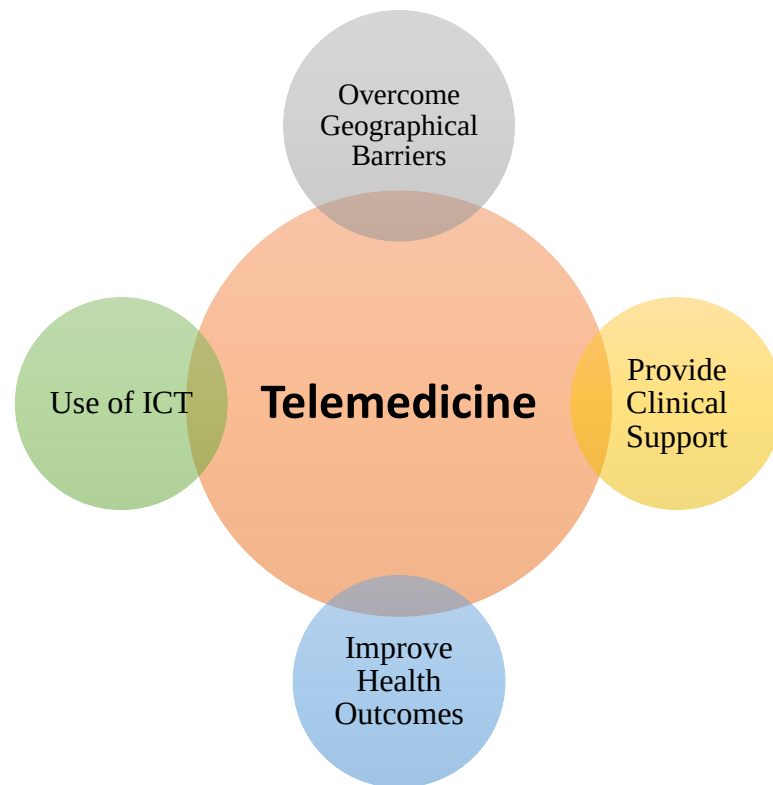
As per SRS Bulletin, the IMR of India was 32 for the year 2018. MP reported the highest IMR at 48, while Nagaland reported a minimum IMR at 4.

MMR in India has significantly declined to 113 in 2016-2018 from 130 in 2014-2016. The highest MMR was observed in Assam at 215) and the lowest in Kerala at 43.



### General Overview of Telemedicine:

WHO defines telemedicine as, the delivery of healthcare services overcoming distance barriers between healthcare experts and patients with the usage of telecommunication and IT to help people access various healthcare services like exchanging patient data for diagnosis, treating and preventing diseases and injuries, conducting research, and educating healthcare service providers to improve the health of society.



The global telehealth and telemedicine market is expected to rise from USD 38.7 B in 2020 to USD 191.7 B in 2025, at CAGR of 37.7%. The increase in the demand for telemedicine is due to factors like shortage of healthcare providers, cost-benefit, and advancement of ICT. COVID-19 has also accelerated the use of telemedicine around the world.

Telemedicine has the potential to make universal access to healthcare a reality and revolutionize healthcare. Telemedicine can lower down the medical cost for patients as well as provide quality medical professionals to all. With the help of telemedicine, regular and timely monitoring will be possible, resulting in improved patient health.

### Benefits of telemedicine:



Access to primary healthcare



Access to specialists



Regular monitoring



Reduced healthcare cost

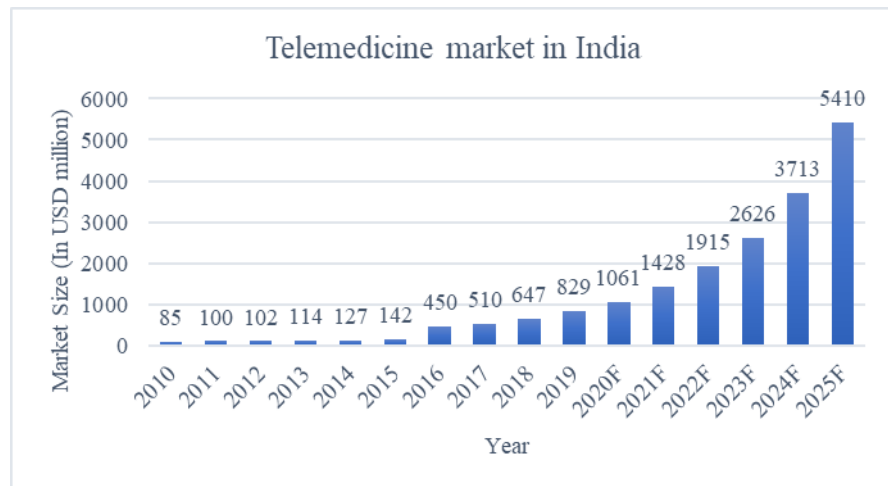
### Telemedicine in India:

In India, the availability of universal in-person healthcare is difficult, considering the large geographical distances and inadequate resources. According to the recent trend, the concentration of doctors is 75% in cities and towns away from rural areas.

To provide universal health coverage, ISRO started telemedicine in India with a pilot project in 2001, connecting Chennai's Apollo Hospital to Apollo Rural Hospital in Andhra Pradesh.

Few successful telemedicine providers in India include Narayana Hrudayalaya, Apollo Telehealth, Asian Heart Foundation, Amrita Institute, and Aravind Care.

COVID-19 has accelerated the need for telemedicine in India. As per the EY-IPA report, its market is expected to reach USD 5.5 billion at a CAGR 31% from 2020 to 2025. The healthcare expenditure by the government is also expected to increase to USD 200 billion by 2024.



Source: DataLabs (EY-IPA Study)

Figure 5: Market growth of telemedicine in India.

### **3.2 Rationale**

An extensive telemedicine solution has the potential to make universal access to healthcare reality and revolutionize healthcare. Telemedicine can help to overcome the disparity in the allocation of doctors and health infrastructure. It can reduce down the medical cost for the patients and refine the quality of delivery of healthcare. The rationale behind making homeopathy only telemedicine platform is not just treating symptoms or pathology. Instead, it is to focus on improving the immune system to create a positive response and achieving this most gently and taking the patient out of disease also onto a better path of health. Hence this project is carried out to determine the opportunities and challenges, plan the revenue stream and recognize the prerequisites for achieving scale to design a 'homeopathy only' telemedicine business model. Then subsequently launching the telemedicine platform in Mumbai, Thane, Pune.

### **3.3 Research Question**

1. What are the challenges and opportunities in telemedicine market?
2. What are the perception of people towards the use of telemedicine?
3. What are the factors which can affect the success of telemedicine platform?
4. How to create a business model canvas for the homeopathy telemedicine platform?

### **3.4 Objectives**

1. To analyze the telemedicine market including, the challenges and opportunities.
2. To evaluate the perception of people towards the use of telemedicine.
3. To identify factors which can affect the success of telemedicine platform.
4. To create a business model canvas for the homeopathy telemedicine platform.

### **3.5 Methodology**

Study design: Descriptive cross-sectional

1. For perception analysis:

- Sampling technique: Convenience sampling
- Duration- 18th June to 25th June
- Sample size- 150 general population
- Study location- Vashi (Navi Mumbai) and Delhi
- Data source- An online survey using Google Forms
- Inclusion criteria- General population between the age of 18-45.

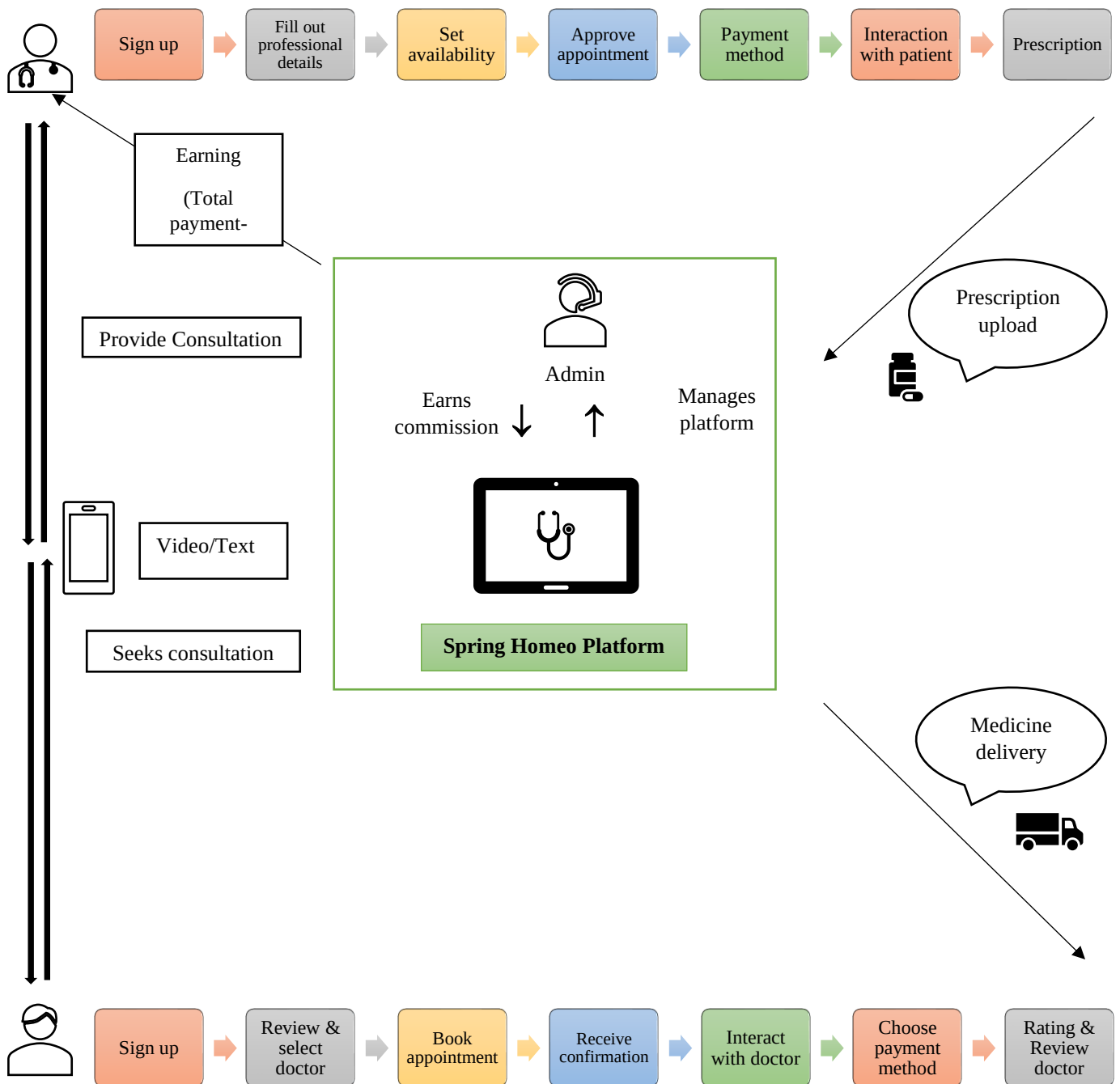
2. For consultation and medicinal charges analysis:

- Sampling technique: Simple random sampling
- Duration- 31st May to 7th June
- Sample size- 20 homeopathic doctors
- Study location- Delhi, Ahmedabad, Mumbai, Pune, Lucknow, Jaipur.
- Data source- Telephonic interviews with homeopathic doctors. Practo for finding the doctors and local reference.
- Inclusion criteria- Homeopathic Doctors having experience of more than 15 years.

3. For medicinal making charges and freight charges analysis:

- Sampling technique: Simple random sampling
- Duration- 9th June to 16th June
- Sample size- 10 wholesale homeopathy pharmacists
- Study location- Mumbai
- Data source- Telephonic interviews with wholesale homeopathy pharmacists.
- Inclusion criteria- Wholesalers of homeopathic medicines delivering all over Mumbai.

### 3.6 Process Flow



### **3.7 Data analysis and Interpretation**

The following analysis has been made based on compiling primary data from interviewing the general population, homeopathic doctors, wholesalers of homeopathic medicines, and analyzing secondary data.

#### **Availing telemedicine services:**

Out of 150 people interviewed 53.5% have used telemedicine services before whereas 46.5% have not.

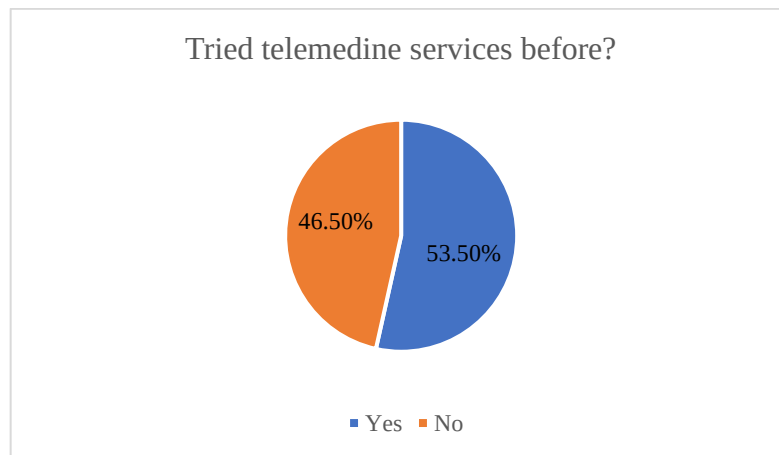


Fig 6: How many respondents have tried or have not tried telemedicine before.

#### **Patients feedback:**

Out of 84 people (53.5%) who have used telemedicine services before. About 75% of the respondents said that the appointment was scheduled based on their convenience. Around 71.43% of the respondents said that detailed medical history and consent were taken from them before treating. 69.05% of participants were satisfied with the kind of treatment provided to them through the telemedicine platform while 71.43% of the respondents would recommend these services to their friends. 67.86% of the participants reported that they did not face any difficulty in understanding the telemedicine process.

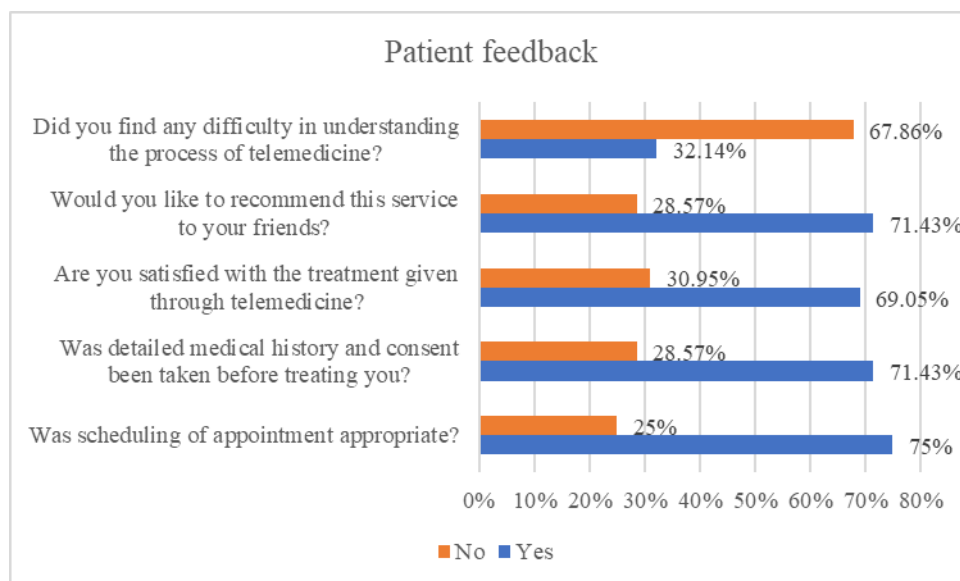


Fig 7: Patients feedback on telemedicine

#### Mode of communication preferred:

About 58.6% of the respondents were comfortable with both video and audio modes of communication. Whereas 22.3% of the participants preferred audio to access teleconsultation, and 19.1% prefer video consultation.

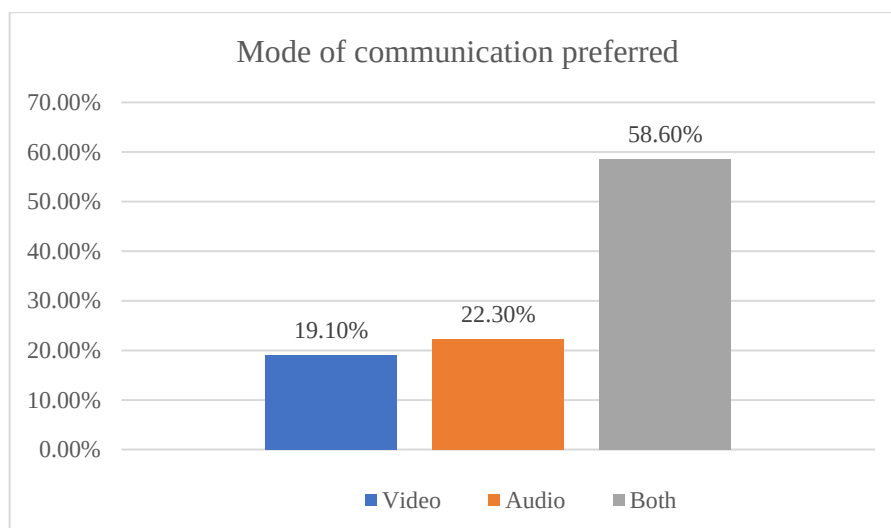


Fig 8: Mode of communication preferred for teleconsultation

Both of these modes have their own strengths and limitations.



| Mode         | Strengths                                                                                                                                                                                                                                              | Limitations                                                                                                                                                                     |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Video</b> | <ul style="list-style-type: none"> <li>• Closest to a real-time in-person consultation.</li> <li>• Identifying patients is easy.</li> <li>• Visual cues can be identified.</li> <li>• Examination of the patient can be easily carried out.</li> </ul> | <ul style="list-style-type: none"> <li>• The requirement of a good internet connection is there on both ends.</li> <li>• Possibility of misuse of patient's privacy.</li> </ul> |
| <b>Audio</b> | <ul style="list-style-type: none"> <li>• Convenient and fast</li> <li>• Unlimited reach</li> <li>• No separate infrastructure</li> <li>• Required</li> <li>• Privacy ensured</li> </ul>                                                                | <ul style="list-style-type: none"> <li>• Non-verbal cues can be overlooked.</li> <li>• Not desirable for conditions that require inspection visually.</li> </ul>                |

Table 1: Strengths and limitations of video and audio consultation

#### Concerns of people (trust issues):

Though people are willing to try teleconsultation services, they remain skeptical about these platforms. Only 22.3% are convinced about the efficiency of teleconsultations.

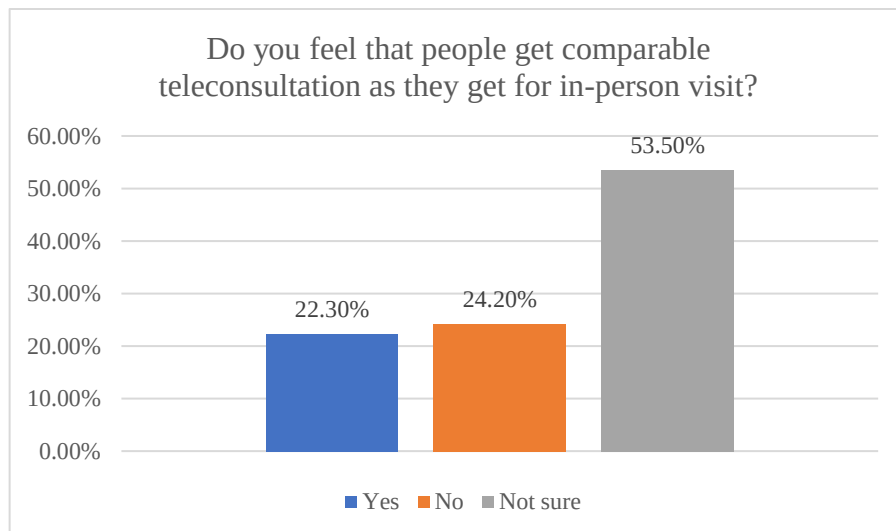


Fig 9: Comparing teleconsultation and in-person visit

### Major concerns:

Major concerns of people with 30% are lack of physical contact of doctors in telemedicine platforms. While 24% of participants don't find an online diagnosis to be reliable. 22% of the respondents were not sure about the availability of good doctors. While 10% of respondents don't feel comfortable sharing their information online. 8% of the participants were uncomfortable with using technology. 6% of them were uncomfortable in facing the camera for consultation.

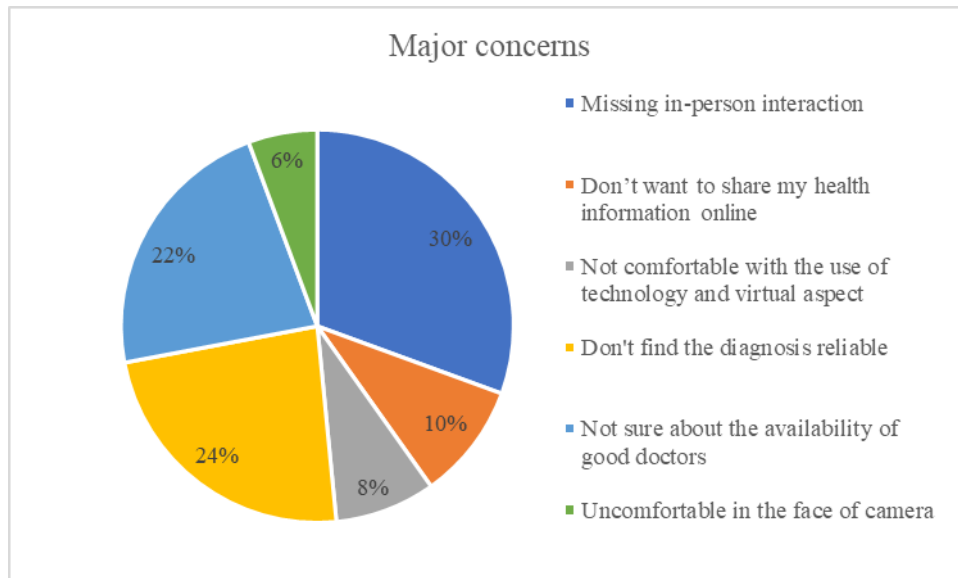


Fig 10: Telemedicine major concerns

### Used homeopathic treatment:

62.4% of the respondents have used homeopathic treatment/medicines before while, 37.6% have not.

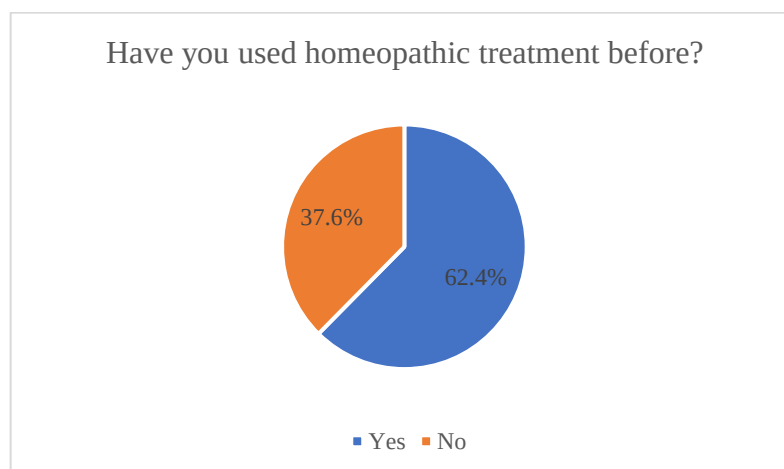


Fig 11: Respondents that have used or not used homeopathic treatment

### Customer preferences:

The majority of the respondents (65.5%) were willing to try telemedicine services in the future. Whereas 27.5% of them are still skeptical about trying telemedicine in the future. Out of them around 55.4% respondents were willing to try homeopathic telemedicine services in the future. Whereas 34.6% of them are not sure about it.

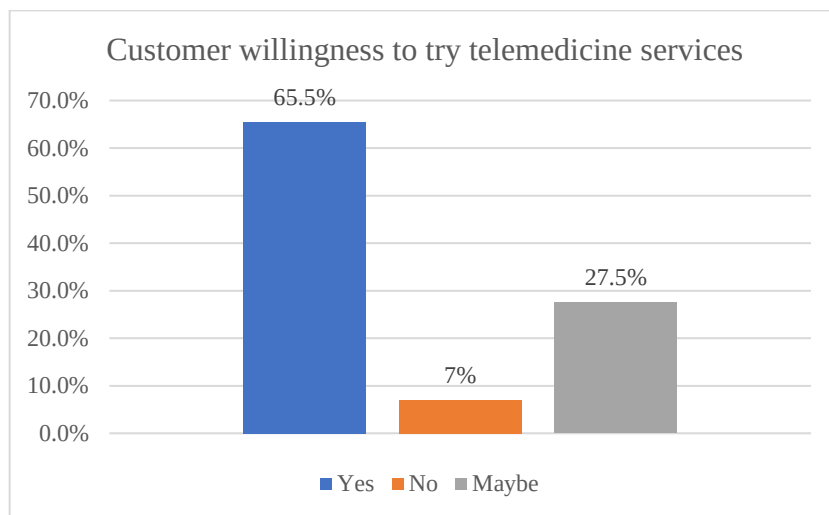


Fig 12: Customer willingness to try telemedicine services

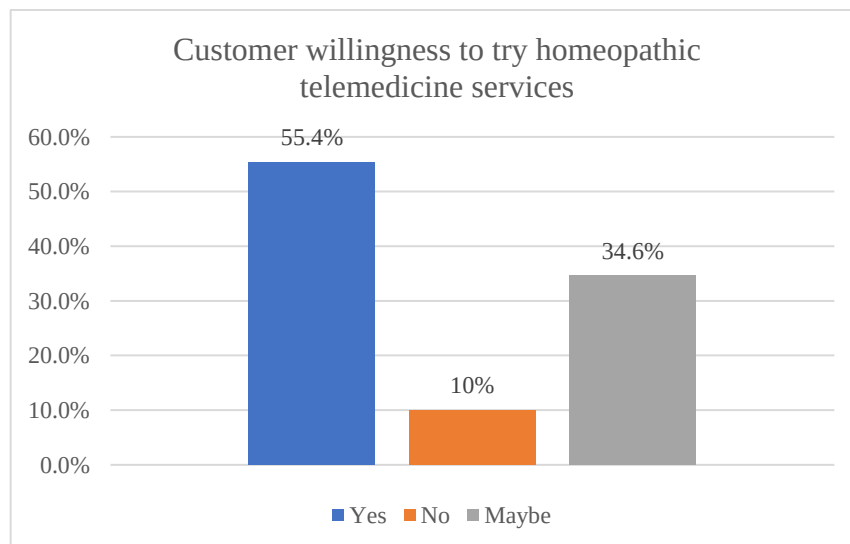


Fig 13: Customer willingness to try homeopathic telemedicine

### First consultation charges:

After interviewing 20 homeopathic doctors from 6 different cities. The average of first consultation charges based on 3 homeopathic doctors in Ahmedabad was ₹ 1150. Similarly, based on 3 homeopathic doctors average for Mumbai was ₹ 766.67 and for Pune was ₹ 750.

The average of first consultation charges based on 4 homeopathic doctors in Delhi was ₹ 550 for Jaipur was ₹ 200 and Lucknow was ₹ 450.

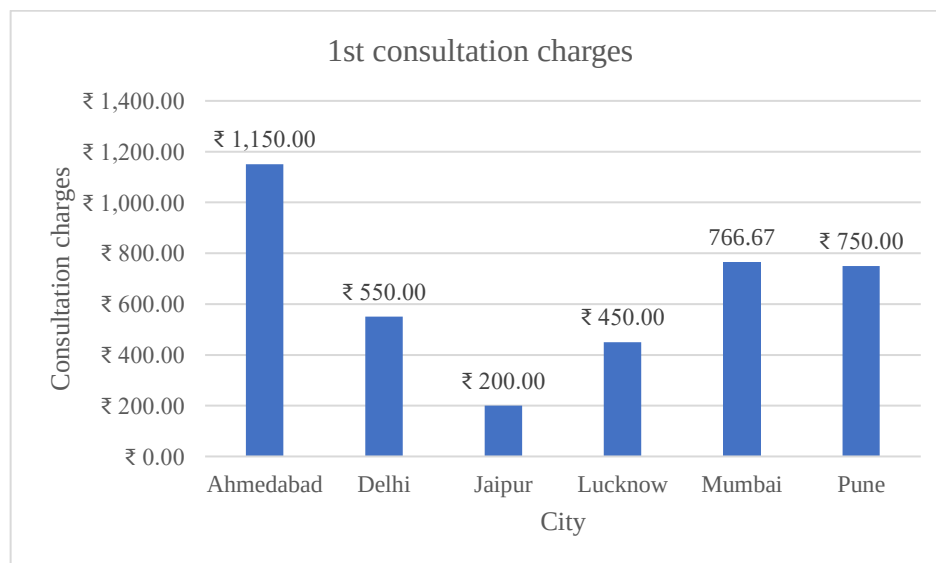


Fig 14: 1<sup>st</sup> consultation charges

#### Follow-up charges:

After interviewing the same 20 homeopathic doctors from 6 different cities. The average of follow-up charges based on 3 homeopathic doctors in Ahmedabad was ₹ 166.67. Similarly, based on 3 homeopathic doctors average for Mumbai was ₹ 100 and for Pune was ₹ 150. The average of follow-up charges based on 4 homeopathic doctors in Delhi was ₹ 250 for Jaipur was ₹ 75 and Lucknow was ₹ 75.

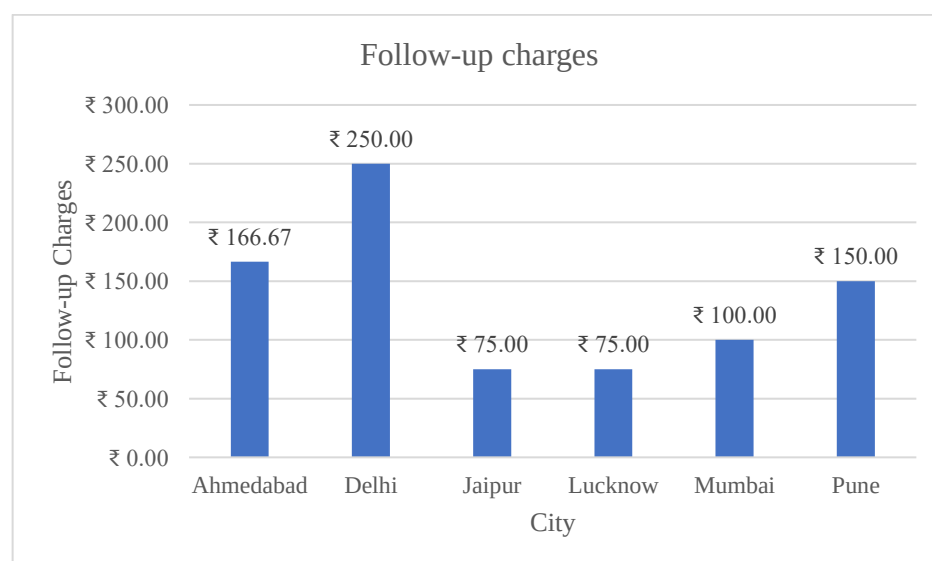


Fig 15: Follow-up charges

**Medicine charges:**

After interviewing the same 20 homeopathic doctors from 6 different cities. The average per week medicine charges based on 3 homeopathic doctors in Ahmedabad was ₹ 333.33. Similarly, based on 3 homeopathic doctors average for Mumbai was ₹ 333.33 and for Pune was ₹ 366.67. The average of medicine charges based on 4 homeopathic doctors in Delhi was ₹ 500 for Jaipur was ₹ 187.50 and Lucknow was ₹ 416.67. It was also observed that few doctors don't take consultation charges but only charge for medicines. These charges differ in the case, any specific medicine is prescribed.

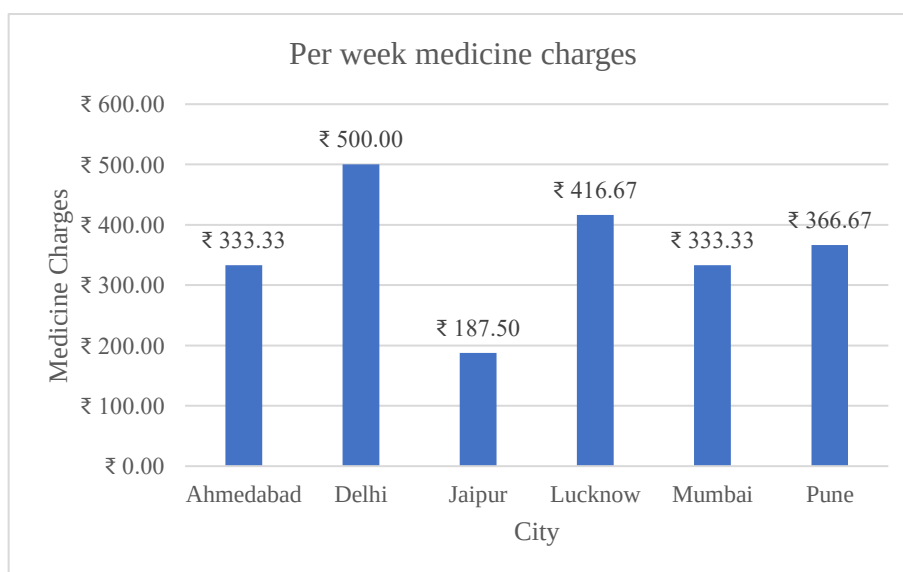


Fig 16: Per week medicine charges

**Medicine making cost:**

It was found that out of the 10 homeopathic medicine wholesalers interviewed in Mumbai, 6 said the making charges of SBL homeopathic medicine for 15 days was around ₹ 40-50, 3 said it costs between ₹ 20-30, and 1 told it would cost more than ₹ 50.

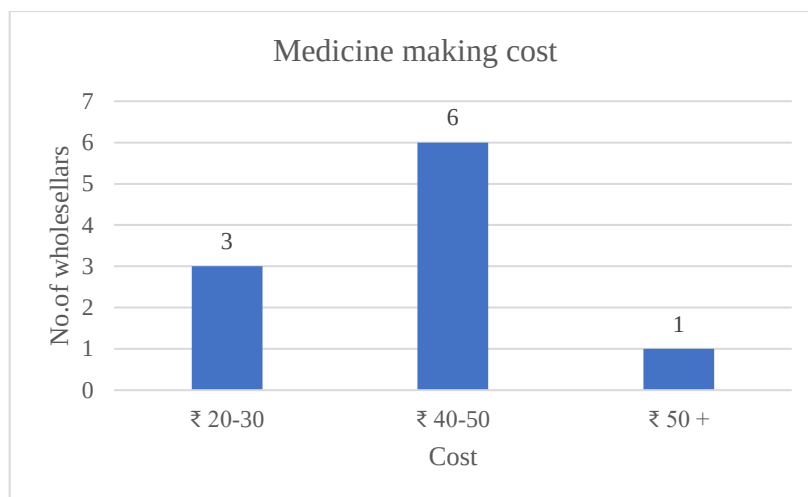


Fig 17: Medicine making cost

### Freight charges:

It was found that out of the same 10 homeopathic medicine wholesalers interviewed in Mumbai, 5 said the freight charges of homeopathic medicine for 15 days was around ₹ 30-40, 3 said it costs between ₹ 40-50, and 2 told it would cost more than ₹ 50.

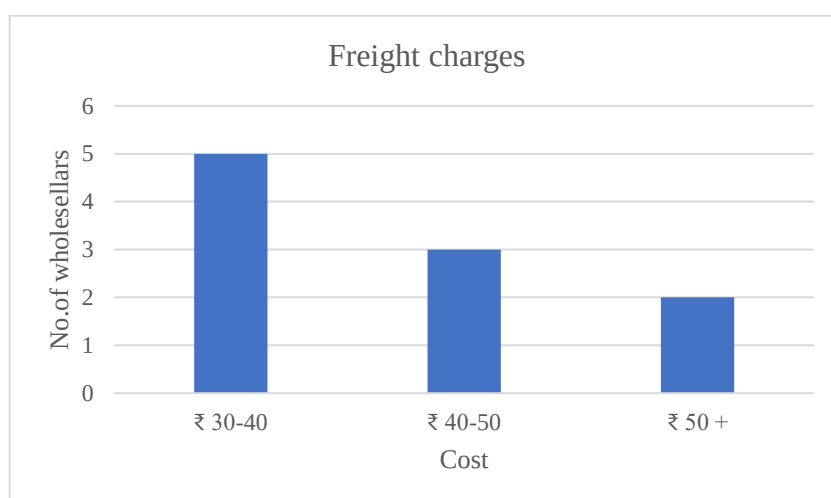


Fig 18: Freight charges

### Competitive analysis:

These companies are direct competitors of our start-up.

| Company name                                                                                                   | Headquarters | Founded | Founder                      | Funding  |
|----------------------------------------------------------------------------------------------------------------|--------------|---------|------------------------------|----------|
| Life Force<br>Homeopathy<br>  | Mumbai       | 1985    | Dr. Rajesh Shah              | ---      |
| Welcome Cure<br>              | Mumbai       | 2014    | Jawahar J. Shah, Punit Desai | \$6M     |
| Dr. Manoj's<br>Homeopathy<br> | Hyderabad    | 1990    | Dr. Manoj Kuriakose          | ---      |
| Practo<br>                    | Bengaluru    | 2008    | Shashank Nd, Abhinav Lal     | \$195M   |
| Lybrate<br>                 | Delhi        | 2013    | Saurabh Arora                | \$11.43M |

Table 2: Competitive analysis

### Competitive pricing:

Prices of treatment packages from two competitors were analyzed to understand the pricing that has already worked successfully in the market. To avoid trial and error costs of setting up the price process, the price of our packages will be similar to them.

Life Force Homeopathy has packages starting from ₹ 8100 for 4 months going up to ₹ 37800 for 36 months. Whereas Welcome Cure Homeopathy has packages ranging from ₹ 4500 for 3 months to ₹ 20000 for 24 months.

| Homeopathy telemedicine portal                                                    | Location          | Treatment packages  |
|-----------------------------------------------------------------------------------|-------------------|---------------------|
|  | Chembur, Mumbai   | 4 months - ₹ 8100   |
|                                                                                   |                   | 8 months - ₹ 11000  |
|                                                                                   |                   | 12 months - ₹ 14500 |
|                                                                                   |                   | 24 months - ₹ 26200 |
|                                                                                   |                   | 36 months - ₹ 37800 |
|  | Santacruz, Mumbai | 3 months - ₹ 4500   |
|                                                                                   |                   | 6 months - ₹ 7500   |
|                                                                                   |                   | 9 months - ₹ 10000  |
|                                                                                   |                   | 12 months - ₹ 12000 |
|                                                                                   |                   | 24 months - ₹ 20000 |

Table 3: Competitive pricing

### SWOT analysis:

#### Strengths:

- Zero investment fee from doctors.
- Medicines delivery at home.
- Integrated support of diagnostics and nutritionist.
- Patient engagement- education, reminders & follow-ups.
- Online as well as in-clinic consultation.
- Exclusive association with partner clinics.
- Providing the treatment with no side effects and long history of safe use.
- Team having prior experience in digital marketing. Helped many hospitals, clinics, and doctors in growing their business.

#### Weaknesses:

- Since it is a new platform, a lack of awareness is there.
- Reimbursement for teleconsultations.
- Resource constraints – same individuals on all projects.
- Services are not available in all the cities.

#### Opportunities:

- As per the WHO survey, 80% of the population is using herbal preparations as a medicine. The demand is increasing day by day.
- People are shifting to alternative medicine due to no adverse side effects.
- To collaborate with more doctors and spread in different cities.
- Covid-19 has accelerated the need for a telemedicine platform.
- To become a significant player in homeopathic telemedicine services.



Threats:

- Existing operational telemedicine platforms.
- Lack of trust. People are skeptical about the effectiveness of homeopathic treatment via a telemedicine platform.
- Technological advancements.

### 3.8 Business Model Canvas

|                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Activities</b>  <ul style="list-style-type: none"> <li>• Marketing and branding-digital and offline</li> <li>• Technology and clinic operations management</li> <li>• Patient and customer care support</li> <li>• Patient engagement</li> <li>• Networking</li> </ul>                                  | <b>Key Partners</b>  <ul style="list-style-type: none"> <li>• Doctors</li> <li>• Partner homeopathic pharmacies</li> <li>• Delivery providers</li> <li>• Diagnostic labs</li> </ul><br><b>Key Resources</b>  <ul style="list-style-type: none"> <li>• Website</li> <li>• Spring Homeo App</li> <li>• CRM website</li> <li>• Staff</li> <li>• IT</li> </ul> | <b>Value Propositions</b>  <ul style="list-style-type: none"> <li>• Both teleconsultation and clinic visit options available.</li> <li>• Affordable treatment packages for chronic and lifestyle diseases.</li> <li>• Free home delivery of medicines.</li> <li>• Mobile App</li> <li>• Health blogs &amp; videos</li> <li>• Exclusive partnership with clinics.</li> <li>• No upfront/ monthly fixed fee for partner clinics.</li> </ul> | <b>Customer Relationships</b>  <ul style="list-style-type: none"> <li>• Dedicated personal assistance.</li> <li>• Chat bots</li> <li>• Patient reminders &amp; follow-ups.</li> <li>• CRM automation</li> <li>• 24/7 customer support.</li> <li>• Timely delivery of medicines.</li> </ul><br><b>Channels</b>  <ul style="list-style-type: none"> <li>• Website</li> <li>• Mobile App</li> <li>• Social media</li> <li>• Digital marketing</li> <li>• Blogs</li> </ul> | <b>Customer Segments</b>  <ul style="list-style-type: none"> <li>• Patients</li> <li>• Homeopathic doctors and clinics</li> <li>• Diagnostic labs</li> </ul> |
| <b>Cost Structure</b>  <ul style="list-style-type: none"> <li>• Payroll expenses for employees and delivery partners.</li> <li>• Cost of technology, application and website development.</li> <li>• Running cost and maintenance.</li> <li>• Administrative, advertising and marketing expenses.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Revenue Streams</b>  <ul style="list-style-type: none"> <li>• Revenue split with partner clinics for treatment packages and consultation charges coming from the patient.</li> <li>• Sale of medicines</li> <li>• Advertising</li> </ul>                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                 |

### 3.9 Revenue Share Model

Spring Homeo and partner clinics will earn via revenue split from treatment/consultation fees coming from Spring Homeo's patients. No upfront/monthly fixed charges fee for partner clinics. Initial engagement with partner clinics will be of 3 months then can be renewed for 1/3/5 years.

The price of the treatment packages is predominantly on a competitive pricing strategy.

|                                                                            | 1 Consult                                                                                                                                                                                                                                                                                                                                          | Longer Duration Treatment Packages                   |                                                      |                                                      |                                                      |                                                       |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|
|                                                                            | 1 Consult                                                                                                                                                                                                                                                                                                                                          | 2 months                                             | 3 months                                             | 6 months                                             | 9 months                                             | 12 months                                             |
| Partner Clinic                                                             | # 1st Consult with Case History                                                                                                                                                                                                                                                                                                                    | # 1st Consult with Case History<br># 1 f/up consults | # 1st Consult with Case History<br># 2 f/up consults | # 1st Consult with Case History<br># 5 f/up consults | # 1st Consult with Case History<br># 8 f/up consults | # 1st Consult with Case History<br># 11 f/up consults |
| Support from Spring                                                        | # New Patient Enquiry > Customer Care Calling > Patient Consult / Treatment Package Payment<br># During Treatment - Customer Care - Chat & Call support<br># Medicines cost + Medicine Home Delivery<br># Diet support (coming soon)<br># At home diagnostics (coming soon)<br># Patient Portal - Treatment package details, reminders, follow-ups |                                                      |                                                      |                                                      |                                                      |                                                       |
|                                                                            | 1 Consult                                                                                                                                                                                                                                                                                                                                          | 2 months                                             | 3 months                                             | 6 months                                             | 9 months                                             | 12 months                                             |
| Treatment Package for Patients (INR)<br>(20% discount on this if required) | ₹650                                                                                                                                                                                                                                                                                                                                               | ₹2,600                                               | ₹3,600                                               | ₹6,400                                               | ₹8,600                                               | ₹10,900                                               |
| Total No. of Consults                                                      | 1                                                                                                                                                                                                                                                                                                                                                  | 1+1                                                  | 1+2                                                  | 1+5                                                  | 1+8                                                  | 1+11                                                  |
| Partner Clinic Total Margin (INR)                                          | ₹400                                                                                                                                                                                                                                                                                                                                               | ₹750                                                 | ₹950                                                 | ₹1,550                                               | ₹2,150                                               | ₹2,750                                                |
| # 1st Consult Case History Fee (45-60 min)                                 | ₹400                                                                                                                                                                                                                                                                                                                                               | ₹550                                                 |                                                      |                                                      |                                                      |                                                       |
| # Follow-up consults Fee (~15-20 min)                                      |                                                                                                                                                                                                                                                                                                                                                    | ₹200                                                 |                                                      |                                                      |                                                      |                                                       |
| # Adhoc consults Fee (~15-20 min) - if required                            |                                                                                                                                                                                                                                                                                                                                                    | ₹200                                                 | ₹200                                                 | ₹200                                                 | ₹200                                                 | ₹200                                                  |

Fig 19: Revenue share model

### 3.10 Limitations of the homeopathic telemedicine platform at Avanzar Health

The homeopathic telemedicine platform 'Spring Homeo' has been recently developed. It is at a very early stage. It is yet to launch officially. Therefore, the benefit it can have is yet to be determined.

1. HIPAA compliance requirements have not been fully achieved yet.
2. No contracts with insurance companies. Therefore, reimbursement is not available to the patients.
3. Email integration is not there in the CRM. Manual input is required.
4. The audio mode of consultation option is not present. Currently, only video and face-to-face consultation options are available.

### **3.11 Recommendations**

1. Review the HIPAA compliance checklist to protect PHI.
2. Contracting with insurance companies so that the patients can avail of medical reimbursement.
3. Develop email integration in the CRM system so that all incoming emails are registered, data about current and potential patients are stored in one place.
4. Providing audio mode of consultation for patients since it is preferred.
5. Expanding the services of the platform in all cities.
6. Talent acquisition of well-trained call center executives since they are the first point of contact for patients. Call center executives should be able to convert each lead into potential customers.
7. Onboarding reputed homeopathic doctors and specialists to have a competitive advantage.
8. Market strategies need to be directed towards high and middle-income group since this category of people are interested in using telemedicine platforms. Simultaneously, the strategy should be able to subsidize the services for the low-income group. Make people comfortable with the use of technology and virtual aspect.
9. Introducing patient education videos, health blogs, webinars to increase patient engagement.
10. The prices proposed should be competitive to those of similar platforms. Delivery of medicines should be timely done. The quality of medicines and packaging should be maintained.

### **3.12 Conclusion**

India has a past of poor health indicators. While the healthcare scenario is improving gradually, trends indicate a wide discrepancy in the way improvement is taking place. The existing public healthcare infrastructure in India is not enough for its growing population. There is an immense shortage of qualified medical doctors, other healthcare professionals, and beds in India.

Telemedicine has the potential to make universal access to healthcare a reality and revolutionize healthcare. It can lower down the medical cost for patients as well as provide quality medical professionals to all. Post- COVID has witnessed an extensive expansion of teleconsultation as the doctors and patients have been restricted to meet face to face.

Homeopathy is gaining popularity as a successful alternative system of medicine. It has become one of the rapidly growing fields in complementary medicine.

Hence, the ecosystem is favorable for the growth of the homeopathy telemedicine business.

The business model has been created in such a way to provide superior technology that is easy to use. A holistic homeopathy telemedicine platform is designed with the integration of health management solutions comprising of teleconsultations, diagnostics appointments, and an e-pharmacy. Current concerns and perceptions of the patients given by the patients interviewed have been addressed to drive new initiatives around them. Treatment packages have been designed keeping in mind competitor's prices. An ecosystem with technology and strategic partnership with the stakeholders, partner clinics will be a path to growing virtual healthcare journey.

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## 5. Annexure

### Questionnaire 1:

For perception analysis-

|    |                                                                                                             |                                             |
|----|-------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| 1. | Name:                                                                                                       |                                             |
| 2. | Age:                                                                                                        |                                             |
| 3. | Gender:                                                                                                     |                                             |
|    | Male                                                                                                        | <input type="radio"/>                       |
|    | Female                                                                                                      | <input type="radio"/>                       |
| 4. | Have you used telemedicine services before?                                                                 |                                             |
|    | Yes                                                                                                         | <input type="radio"/>                       |
|    | No                                                                                                          | <input type="radio"/>                       |
| 5. | If yes, then please answer the following questions:                                                         |                                             |
|    |                                                                                                             | Yes No                                      |
|    | a. Was scheduling off appointment appropriate?                                                              | <input type="radio"/> <input type="radio"/> |
|    | b. Was detailed medical history and consent been taken before treating you?                                 | <input type="radio"/> <input type="radio"/> |
|    | c. Are you satisfied with the treatment given through telemedicine?                                         | <input type="radio"/> <input type="radio"/> |
|    | d. Would you like to recommend this service to your friends?                                                | <input type="radio"/> <input type="radio"/> |
|    | e. Did you find any difficulty in understanding the process off telemedicine?                               | <input type="radio"/> <input type="radio"/> |
| 6. | How do you prefer to access teleconsultation?                                                               |                                             |
|    | Audio                                                                                                       | <input type="radio"/>                       |
|    | Video                                                                                                       | <input type="radio"/>                       |
|    | Both                                                                                                        | <input type="radio"/>                       |
| 7. | Do you feel that people get comparable healthcare through teleconsultation as they get for in person visit? |                                             |
|    | Yes                                                                                                         | <input type="radio"/>                       |
|    | No                                                                                                          | <input type="radio"/>                       |
|    | Not sure                                                                                                    | <input type="radio"/>                       |
| 8. | What are your major concerns with telemedicine services?                                                    |                                             |
|    | Missing in-person interaction                                                                               | <input type="radio"/>                       |
|    | Don't want to share my health information online                                                            | <input type="radio"/>                       |
|    | Not comfortable with the use of technology and virtual aspect                                               | <input type="radio"/>                       |
|    | Don't find the diagnosis reliable                                                                           | <input type="radio"/>                       |
|    | Not sure about the availability of good doctors                                                             | <input type="radio"/>                       |
|    | Uncomfortable in the face of camera                                                                         | <input type="radio"/>                       |
| 9. | Have you taken homeopathic treatment/medicines for any illness?                                             |                                             |
|    | Yes                                                                                                         | <input type="radio"/>                       |
|    |                                                                                                             | <input type="radio"/>                       |



### Questionnaire 2:

For consultation and medicinal charges analysis-

|    |                                                                                         |
|----|-----------------------------------------------------------------------------------------|
| 1. | Name:                                                                                   |
| 2. | City:                                                                                   |
| 3. | 1 <sup>st</sup> Consultation charges:                                                   |
| 4. | Do you take follow-up charges?<br>Yes <input type="radio"/><br>No <input type="radio"/> |
| 4. | If yes, what are the follow-up charges?                                                 |
| 5. | What are the medicinal charges?                                                         |

### Questionnaire 3:

For medicinal making charges and freight charges analysis

|    |                                                                                                             |
|----|-------------------------------------------------------------------------------------------------------------|
| 1. | Address of the shop:                                                                                        |
| 2. | Do you deliver homeopathic medicines all over Mumbai?<br>Yes <input type="radio"/> No <input type="radio"/> |
| 3. | What is the making cost of homeopathic medicine?                                                            |
| 4. | What are the freight charges?                                                                               |
| 5. | Which company's medicines are preferred?                                                                    |